

TOWN OF ERIE, COLORADO

ECONOMIC DEVELOPMENT PLAN

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Prepared by
Upstate Colorado Economic Development



Supporting Job Opportunities in Greeley & Weld County Communities

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INTRODUCTION

Economic Development is a process which seeks to stimulate the creation of wealth within a community, and raise the standard of living for the area's residents. Classic theory suggests that economic development efforts are best directed at growing a community's primary sector job base. Economic developers first and foremost work with primary sector employers. By definition, these employers generate the majority of their revenues from the sale of products or services outside the local economy.

A primary sector employer can be a large manufacturing company with thousands of jobs, or a single individual working out of their home—as long as they are infusing new money into the economy. A simple example of a primary employer would be an auto manufacturer. Only a handful of the cars produced by the factory will be offered for sale in the local community. The vast majority will be sold throughout the country and around the world.

Most frequently, primary sector employers are manufacturers, agricultural or mining firms; but some service companies and business support firms, such as call centers, regional administrative support or large distribution companies meet the criteria to be classified as primary employers.

Sales of these products or services result in dollars that are infused back to the local economy as salaries for the company's employees and purchases for supplies made by the business. This economic activity is essential in providing support to the local retail, service and professional economic sectors. It is not an exaggeration to state that without adequate primary employment to support economic activity, a local economy will decline and eventually fail.

The results of economic development include:

- Higher personal and household income levels
- Broader support for the retail, service and professional sectors of the local economy
- Expanded employment opportunities, and chances for professional development and career advancement
- Increased tax collections with which to support local government services
- Increased business-to-business activity
- Expanded opportunities to support public facilities and community amenities

Although the textbook approach to economic development is to focus efforts on expanding a community's primary job base, economic development at the municipal level will often include efforts to increase sales tax revenues by expanding the local retail sector. Experience is clear that retail will not enter a given market until it is convinced that sufficient support exists to insure adequate profit—usually measured by area population, disposable income thresholds, or both. The same experience shows that once a community is successful in demonstrating that these criteria have been met, retailers will aggressively seek entry into the community, in the hopes of exploiting the newly-documented opportunity.

While one can argue that communities therefore need not concern themselves with retail attraction, the reality is complicated by the fact that retail market areas do not correspond to local jurisdictional boundaries. In many cases, a single retail market area may encompass several jurisdictions—a phenomenon that works in favor of the retailer, frequently pitting multiple local governments against each other in an unfortunate competition that results in erosion of the very tax base that made retail attraction desirable to begin with.

This is, in fact, the situation that faces the Town of Erie. While there is substantial evidence that there is sufficient population and income to support broad retail opportunities, the market area for medium to large size retailers includes a wide area, including Louisville, Broomfield, Lafayette, Frederick, Firestone and Dacono. Facing the realities of this potential competition has led communities to adopt a philosophy that it may be better to rebate large percentages of sales tax and retain a little revenue for the community than to withhold incentives--losing the project and any associated revenue. This has resulted in retailers having successfully negotiated very favorable economic incentive packages that rival many that are extended to primary sector employers. This plan will include strategies directed toward the attraction of additional retail opportunities to the Town's corporate boundaries.

While this plan focuses on the Town of Erie, it must be understood that the success of economic development efforts will necessarily be dependent on regional realities—whether they be related to workforce, transportation, educational achievement, household income, distance from public facilities, etc. Regional populations, economics, transportation systems, costs and other factors considered together will drive investment decisions far more than any one community will by itself.

In other words, employers and large retailers will be first attracted to the market represented by the State of Colorado, next by the Denver metropolitan area, and finally by any one of several of its related communities. It is reasonable to conclude, therefore, that the ultimate success of the Town of Erie in its pursuit of economic vitality, will be linked in part to the economies of its neighbors—including Denver, Boulder and Broomfield to a larger degree, and to those of

Longmont, Lafayette, Louisville, Firestone, Frederick and Dacono to a lesser degree.

To illustrate this point, one need not look further than the construction of Denver International Airport in the 1990's to understand the significance of regional economic assets. While DIA is located on the northeast corner of the Denver metro area, the fact that it is located within an easy commute of less than an hour from Erie makes Erie far more attractive to employers than prior to the Airport's construction.

Economic development does not follow jurisdictional lines. Employers attract their workforce from a laborshed—an area that has little or no relationship to political boundaries. Depending on the types of jobs being offered, the boundaries of the laborshed will vary. For example, a worker will not be willing to commute far to a job that pays only minimum wage. In contrast, a software engineer drawing an \$80,000 annual salary will be willing to commute for perhaps an hour or longer to work. Using this example, we can readily see that the laborshed for lower-paying retail jobs is a smaller geographic area than the laborshed for higher-paying engineering positions.

Retailers, in much the same way, see areas as regions, as opposed to particular jurisdictions. Their analysis examines market areas, which, depending on their intended market reach, can include several municipalities. The challenge for any one of these jurisdictions is to position itself to the prospective retail client in such a way as to positively differentiate themselves from their competition. While such positioning should include traffic counts, access to disposable income, etc., the unfortunate reality is that communities in the area have yielded to pressure from retailers to grant high-cost economic incentives, in return for the benefit of company's location within the community, albeit with greatly-reduced sales tax revenues flowing to the local government.

When we look at the demographics likely to impact investment decisions within the Town of Erie, we must differentiate small versus larger users. Clearly, the population and disposable incomes accessible within the general boundaries of the Town are attractive to a variety of neighborhood retailers, e.g. small grocers, dry cleaners, liquor stores, movie rentals, etc. These retailers typically serve areas of a few square miles. It is likely that these companies will readily choose an Erie location to access the disposable incomes in the area. Larger employers (auto dealers, medium and large clothing stores, home improvement stores, etc.), will need to be persuaded that an Erie location will provide them the best opportunity for profit. Because these retailers serve larger geographic market areas, they can often find multiple suitable locations within several potential communities and still assure their success.

The resulting question that faces the Town is: how competitive does Erie choose to be when pursuing investment from larger retailers or employers?

In fact, the attractiveness of the north metro Denver market will likely attract significant investment over the foreseeable future. The amount of that investment which finds its way to the Town of Erie will depend in part upon the aggressiveness of the community to accommodate retailers and employers.

Put another way, the Town faces both an opportunity and a threat over the next few years. It can do much to assure its long-term economic vitality by securing desirable retail and employment opportunities; or it can assume a more vulnerable position by allowing those investment opportunities to locate in the region, but outside its boundaries—thus restricting revenues that are needed to provide services to its residents.

The process of economic development can be viewed as simple in some respects, and complex in others. From a business perspective, companies are first and foremost interested in determining geographic locations where they are best able to make a reasonable profit. While this statement appears at first to imply that locational decisions are made apart from any subjective analysis, experience tells us that a good bit of any decision does involve what many would suggest to be best described as “intangibles.”

Corporate decision makers go to great lengths to assess locations using the best possible data, in order to determine that specific community where the company has the best opportunity to establish and maintain a competitive edge. Factors that typically rank as high in their consideration include:

- Access to a trained and/or trainable workforce
- K-12 education quality
- Access to good transportation to bring in raw materials and ship finished goods
- Cost of doing business (taxes, wages, utilities, labor, etc.)
- Quality of life
- Regulatory climate

Communities that are interested in establishing an economic development program should begin by building a strong existing industry program. While the attraction of an expansion facility or relocation of an employer to the community from another part of the country tends to capture headlines, the fact is that these moves comprise a small segment of overall job growth. Estimates indicate that in fact more than 70% of new jobs in a given community are generated by existing firms.

A successful economic development strategy will include significant effort to work with the area's existing primary sector employers. In addition to creating a significant majority of a community's new jobs, the truth is that Erie's existing

companies are in fact another community's prospects. Communities concerned about their front door, in terms of attempting to attract new companies, would be well advised not to neglect their back door—and attend to the needs of companies that have already invested in the community.

A community intent on enhancing its economic development profile cannot overlook the need to establish a high quality presence on the internet. Increasingly, business owners and consultants turn to the internet as their primary source of community data. If a community fails to provide essential information about itself, it will no doubt miss many opportunities. In the case of the Town of Erie, an internet presence will be a shared responsibility of the Town itself, the Chamber of Commerce, the Erie Economic Development Council (EEDC) and Upstate Colorado Economic Development. While each entity will have a distinct focus to their internet site, each should promote the Town of Erie's economic development interests with a consistent, uniform message.

Economic development is a process that catalyzes private sector investment, stimulates economic growth and facilitates the public/private cooperation necessary for its success. Because it is often a complex and multi-faceted process, no single organization can be charged with sole responsibility for its implementation, success or failure. Economic development necessarily depends on collaboration and partnership in order to achieve its ends. In its most simple analysis, successful economic development results from a strong partnership between government, business and education. While the Town of Erie has begun to develop some of these essential partnerships, coordination of efforts will likely enhance the success of each of the partner organizations.

Finally, it must be recognized that economic development is an on-going process that may not produce immediate results. Success will require long-term commitment, adequate financial and personnel resources, and sustained vision toward the goal. Unlike baking a cake, where one assembles specific ingredients and follows specific instructions—with the expectation of a predictable result; economic development involves many intangibles, and will require focus and discipline—tempered with a large dose of patience and persistence.

An unfortunate reality of economic development is that while solid programs, incentives, etc. can influence corporate investment decisions, many factors—from global economic realities to personal lifestyle preferences to a community's distance from an international airport, are factors beyond the community's control. In fact, one can argue that a given community can enjoy significant economic development success with little or no attention paid to programs—based purely on circumstance or coincidence; while another community can languish without the hint of success while developing and paying for extensive

economic development programs—again due to circumstance. Ultimately, a community must determine whether attempts to actively direct its future make more sense than leaving its future totally to chance.

The fact is that economic development is an extremely competitive activity, and that communities that happen to thrive without a structured economic development effort represent a very small minority. Their good fortune typically results from some coincidental “perfect storm” of geographic and economic circumstances that have resulted from little or no effort on their part. As a general principle, it is not difficult to justify the decision of a community to assert what control it can, and adequately support well-designed economic development programs, in an effort to direct its own destiny.

While difficult to directly correlate financial support of economic development activities with tangible results, communities can and should monitor several key economic indicators in order to establish trend data that should provide some indication as to whether the program is moving in the right direction. These can include:

- Employment growth
- New business announcements
- Business expansion announcements
- Sales and property tax revenues
- Number and value of commercial and industrial building permits
- Assessed value of industrial and commercial property
- Per capita income growth

The plan which follows will look to provide a roadmap for success in the Town of Erie. It is intended to seek a balance between a level of quality and those intangibles that stimulate both public sector and private sector investment necessary to insure the health and well-being of Erie’s residents and its economy.

EXECUTIVE SUMMARY

BACKGROUND

The Town of Erie, Colorado was incorporated in 1874. Its early years were centered around the mining and movement of coal—distributed by the railroad to destinations in and out of Colorado. Throughout its first century and beyond, there were no major changes in the economy—no landmark events that signaled new directions. In fact, until very late in the 20th century, Erie's roads remained unpaved.

Geographically, Erie straddles both Boulder and Weld counties, and is part of the Boulder Valley and the St. Vrain School Districts. During the 20th century, it was influenced in varying degrees by the cities of Boulder, Longmont, and Denver, and to a lesser extent by Broomfield, Louisville, Lafayette, Dacono, Firestone and Frederick. Erie's location in proximity to these communities resulted in it becoming largely a bedroom community—one that depended on others for employment, and for basic goods such as groceries, general merchandise, etc.

Erie's population remained fairly stable and quite small until the 1990's, when Colorado in general, and the Front Range in particular, experienced a significant in-migration from other parts of the country. For a variety of reasons, perhaps most significantly due to its strategic location, the Town of Erie experienced rapid growth in population, forever transforming what had been a sleepy village into a community that desired the same services that were available in larger communities.

Erie's demographic profile today provides a significant contrast to its coal mining origins. Today's population is young, highly-educated, and has one of the highest average household incomes of any community in the region. The Town's elected officials, responding to the needs of the growing community, have spent the past several years planning for public improvements, and initiating the construction of a state-of-the art library and recreation center.

For the past decade or more, the Town has found itself engaged in an on-going political discussion, typical of many western communities that have experienced rapid population growth—that focuses on community vision. While there appears to be an underlying consensus that the Town's development should distance itself from neighboring communities on the basis of quality; it would seem that the practical consequences of that consensus are not equally accepted. Recent concerns regarding costs of development and access to entry-

level workers have stimulated discussions regarding the community's future direction.

Financially, the Town of Erie has taken steps to insure its stability, having built reserves that exceed most conservative recommendations. Sales tax revenues, while not at a level consistent with community desires, have grown over time, and show a positive trend. Policy makers have addressed extensions of public infrastructure in support of future development, and have adopted review criteria intended to establish a reputation for quality.

The Town of Erie determined during 2006 that it would benefit from a more focused effort directed toward economic development. Some of the factors that influenced the decision to pursue the construction of an economic development plan included:

- Seeking independent confirmation of the Town's current economic enhancement activities
- Feedback from residents and others that the Town offered limited opportunities for employment, retail shopping, and entertainment
- The realization that the Town possessed significant development potential, particularly given its proximity to the Denver and Boulder areas
- The recognition that there was a significant jobs/housing imbalance
- The awareness that other area communities were realizing some degree of success in attracting retailers, and the understanding that Erie's opportunities to attract similar development would be ultimately impacted by these communities' success.
- A desire to address several community development opportunities, including:
 - A pattern of development that has resulted in residential and commercial projects that are not necessarily physically connected to each other
 - A need to continue enhancement of the downtown core
 - Community entryway corridors

Early in 2007, the Erie Board of Trustees authorized a contract with Upstate Colorado Economic Development to construct a plan for economic development, and appointed an ad hoc committee to work with Upstate to develop a plan that was sensitive to the economic realities and political desires as expressed in the Town's Comprehensive Plan.

Over the past several years, the Town has responded to the need to provide economic development support through loosely-coordinated efforts of the Town, the Erie Chamber of Commerce and the Erie Economic Development Council. While interchange between the three organizations has been essentially

supportive; roles and responsibilities, and prospect communications need clarification.

Members of the ad hoc committee that worked to produce the Plan for Economic Development included representation from the three groups, as well as from the public-at-large:

Mark Gruber—Town of Erie Planning Commission
Tina Harris—Town of Erie Board of Trustees
Brian Hogenes-Lewis—Citizen at-large
Don Huntress—Erie Economic Development Council
Phil Irwin—Erie development community
Andrew Moore—Mayor, Town of Erie
Colin Towner—Citizen at-large
Dr. Sally Towner—Erie Chamber of Commerce

MISSION

In accord with the adopted Comprehensive Plan, support quality and ordered development that results in a balanced, desirable community

GOALS

The following goals are to be addressed by the plan:

Goal 1: Expand the retail/commercial business base of the Town of Erie

Goal 2: Provide the opportunity for Erie residents to pursue meaningful employment within their community

Goal 3: Create an environment that facilitates quality development, and starting, expanding and operating a business

Goal 4: Build the reputation of the Town of Erie as a quality location for living, business and employment

MARKETING STRENGTHS

The Town of Erie should exploit its opportunity for economic development by effectively marketing its many strengths to retain and attract desirable commercial and employment-based development.

Key strengths include:

- Prime location for development, given its proximity to Boulder, and the access it enjoys by way of I-25, Highway 7 and Highway 287
- A highly-educated workforce, with significant discretionary income
- Access to higher education (CU, Front Range and Aims Community Colleges), including online availability
- Adequate water resources
- Good access to utilities
- Generally good access to telecommunications
- Old Town Erie provides community focal point
- Broad range of housing opportunities
- Prevailing attitude is forward-thinking

ROLES AND RESPONSIBILITIES

The Erie Economic Development Plan assumes the existence of productive partnerships, and collaboration on projects. Success will depend on developing and maintaining a strong team of professionals, policy makers and volunteers who are dedicated to the goals outlined in the Erie Comprehensive Plan, and to exploiting the short-term and long-term opportunities that are available to the Town.

Activity	Primary	Support
Retail attraction	Town	EEDC, Chamber, Upstate
Business retention	EEDC	Chamber, Town
Business attraction	Town/Upstate	EEDC, FRCC, Aims
Business climate	Town	EEDC, Chamber, Upstate
Special projects		
Special events	Chamber/Town	EEDC, Historic Preservation Society, Optimists, Rotary, Lions, Tree Board
Airport development	Town	Airport Board, Friends of Erie Airport, Upstate, EEDC
Old Town enhancement	Business/land owners	Town, EEDC, Chamber

BUDGET FOR ECONOMIC DEVELOPMENT

The costs associated with implementation of the Economic Development Action Plan are both hard costs for training, materials, travel, etc., and soft costs associated with staff and volunteer time. Some costs will be associated with initiating the effort, and will be one-time expenses; while others will recur annually in order to support its continuance. Taken together, they represent a

total of \$150,702. One time costs are \$93,000, with the remaining \$57,702 being annually or periodically recurring costs. It is difficult to assign an annual cost to the recurring category for a variety of reasons. First, if the Board of Trustees wishes to expand the economic gardening program, there will be additional one-time costs, as well as annual database subscription renewal costs. In addition, staffing costs and the investment in Upstate Colorado Economic Development will adjust annually. In addition, marketing materials will have a 2-3 year shelf-life, so a portion of those costs will recur at that interval.

The plan calls for some paid staff time (1/2 FTE) to sustain the effort. Salary and benefit costs associated with this position represent \$45,500, with an additional \$2,500 earmarked for initial economic development training.

Three projects call for outside consulting contracts:

- Construction of marketing plan for the attraction of new retailers and employers
- Construction of an Airport Masterplan

These two contracts represent \$50,000 of a total \$150,702 recommended budget for Plan implementation. Other one time costs include:

- | | |
|--|----------|
| • Construction of internal marketing plan | \$1,000 |
| • Development of a common website element | \$1,500 |
| • Purchase of economic gardening databases | \$30,000 |
| • One-page description of roles and responsibilities | \$500 |
| • Development and publication of marketing materials | \$7,500 |
| • Completion of Basic Economic Development course | \$2,500 |

Selected Characteristics of the Town of Erie

- Demographic Trends

The United States Census Bureau 2006 population estimate for the Town of Erie is 14,125. This number compares with a 1990 population figure of 1,258. This represents a 1,023% increase in population in less than twenty years, and clearly has resulted in the evolution of a community—one that hardly resembles what it had been for the first 80 years of its existence. The Town and its population straddles the Weld/Boulder County line, which requires us to look at characteristics of both Counties to fully understand the Town's demographic profile.

Figure 1—Weld and Boulder County Population, 2007

AGE	WELD POPULATION	BOULDER POPULATION
0—10	42,326	38,938
11—18	28,354	30,194
19—24	26,050	36,567
25—34	36,568	39,068
35—54	66,006	91,441
55—69	28,340	41,126
70—84	11,512	14,175
85+	2,358	3,242
TOTAL	228,729	285,880

(Colorado Division of Local Government, Demography Office)

As we look ahead, continued rapid growth is forecast for the entire front range of Colorado, including the Town of Erie. Population forecasts project that Boulder County's population will increase 35% between 2005 and 2035. Projections for Weld County's growth are more remarkable, with population anticipated to increase 141% for the same period—to a level in excess of 550,000 (Figure 2). Projections for Colorado's municipalities are not available. (Colorado Division of Local Government, Demography Office, August, 2006).

Our interest in overall population growth, and that of particular age segments is driven by the reality that employers will examine the opportunities available to access a workforce—typically defined as the ages of 25—59. In the case of Weld and Boulder County, projections indicate that Weld County will far exceed Boulder County in the growth of that critical age sector (Figure 4). While the implications of this growth shift will remain to be seen, one can extrapolate that Boulder County

employers will need to draw more heavily in the future from Weld County to support its workforce needs. In addition, it is reasonable to assume that the Town of Erie will have a somewhat easier time of marketing an available workforce to existing and prospective employers, given its Weld County presence.

Figure 2—Population Change Projections

County	Population July, 2005	Population Projection July, 2035	% Change
Weld	228,729	551,228	141
Boulder	285,880	384,754	35

(Colorado Division of Local Government, Demography Office)

It is important to understand that age profiles will likely change significantly during the period between now and the year 2035. Weld County will see dramatic change in the 25-34 year old population, whereas Boulder County's change in that population will be much more moderate. (Figure 3) In both counties, that segment of the total population will see some decline in terms of what percent it represents of the overall population—with Weld's dropping from 15.9% in 2007 to 14.6% in 2035; and Boulder's declining from 13.7% in 2007 to 12.9% in 2035.

Figure 3—Projected Change in 25—34 Age Category

County	Population 2007	Population 2035	% Change
Weld	36,568	80,900	121
Boulder	39,068	49,457	27

(Colorado Division of Local Government, Demography Office)

When we examine the projected changes in a broader age category, 25—54, we find some rather dramatic trends. In the case of Weld County, projections indicate a growth in that population sector—that which employers are most interested in, of 133% in the next 28 years, while Boulder County's projection is a mere 6.5%. (Figure 4) We conclude that Weld County's projected workforce population will grow significantly, and reflect a trend more closely aligned with today's age mix; while Boulder County's will be significantly less by comparison, and more heavily weighted toward growth in the younger worker population.

Figure 4—Growth in workforce age population and distribution

County	Age Group	Population 2007	Population 2035	% Change
Weld	25—34	36,568	80,900	121
Weld	25—54	102,574	232,112	133
Boulder	25—34	39,068	49,457	27
Boulder	25—54	130,509	139,065	6.5

(Colorado Division of Local Government, Demography Office)

Though the implications may be more difficult to fully assess, it should be noted that the area's population will also see strong shifts in older populations (Figure 5). Perhaps a more telling comparison is available in Figure 6, which examines the projected shifts in population age distribution by percent of population.

Figure 5—Growth in retirement age population and distribution

County	Age Group	Population 2007	Population 2035	% Change
Weld	55—85	40,235	115,498	187
Boulder	55—85	55,826	111,095	99

(Colorado Division of Local Government, Demography Office)

Figure 6—Growth in population age sectors by percentage of overall population

County	Age Group	Population 2007	Percent of Population 2007	Population 2035	Percent of Population 2035
Weld	25—34	36,568	16	80,900	14.6
Boulder	25—34	39,068	13.7	49,457	12.9
Weld	55—85	40,235	17.6	115,498	20.9
Boulder	55—85	55,826	19.5	111,095	28.9

(Colorado Division of Local Government, Demography Office)

The implications of such dramatic growth with regard to economic development are many. One specific result of this significant population growth is that the feasibility of retaining and attracting employers based on the availability of a workforce that had not existed in years past would seem to be much greater today and into the future. Recognizing that access to workforce is the single most important factor that an employer takes into account when considering locations, the population growth of the last fifteen years will now allow the area to attract employers that previously would not have given the area a second thought.

Economic Trends

The Erie economy is closely aligned to that of the Denver/Boulder region, and that of the State of Colorado, with significant influence from the national and international economies.

On the local level, the economy shows substantial vitality, as measured by historical trends in local sales tax collections.

Increases in Sales Tax Collections, Town of Erie

	2001	2002	2003	2004	2005	2006
Revenue	1,781,754	1,781,426	1,974,173	2,130,344	2,381,629	2,466,173
Change	25.6%	0	10.8%	7.9%	11.7%	3.5%

The Milken Institute *2007 Best Performing Cities* identified Greeley as #29 and Boulder as #93 on the list of the Best Performing Cities on a list of the U.S. 200 largest metropolitan areas.

The *Aelera Regional Economy Prosperity Index*, issued in September of 2007, ranked the Greeley/Weld MSA (Metropolitan Statistical Area) as #24 for short term wage growth and #81 for long term wage growth among the country's 345 MSA's. In addition, the study ranked the area as #54 for short term employment growth, and #53 for long term employment growth. Finally, the area ranked as #41 for young knowledge workers, defined as those persons ages 25-34 with a bachelors degree.

The study ranked the Boulder MSA as #164 for short term wage growth and #261 for long term wage growth. It ranks #253 for short term employment growth and #345 for long term employment growth among the 345 MSA's. The study found Boulder to be #8 for young knowledge workers.

While the actual economic performance of the Erie area has yet to be determined, projections would indicate that the area's outlook continues to be positive into the future.

Comprehensive Plan Goals

The Erie Comprehensive Plan represents the adopted community expression that "the Town must seek a balance between environmental, economic and community/social considerations." The Economic

Development Plan has been written in such a way as to reflect the values outlined in the Comprehensive Plan, including:

- "A coordinated and efficient pattern of growth
The Town will have a compact pattern that encourages urban growth to locate within the planning area boundary, fosters the efficient provision of infrastructure and services, and balances development and conservation of the natural environment.
- "Quality design and development
Erie will promote a high standard of design for all new development, renovation, and rehabilitation to reinforce and enhance its unique nature for residential neighborhoods, public places, and commercial businesses.
- "Overall economic vitality
The Town will promote a healthy, thriving economy that provides opportunities for quality employment with livable wages for its residents.
- "Balanced land use mix
Particular emphasis will be placed on enhancing the local economic base to provide employment opportunities for residents, seeking to achieve a better balance as a place to work as well as live.
- "Stable, cohesive neighborhoods offering a variety of housing types
The Town will promote new neighborhoods that contain a mix of land uses and diversified housing options that meet the varying needs of its residents, including single family, attached homes (duplexes, townhomes), multifamily dwellings, and housing included as part of mixed-use developments.

"Neighborhoods should contain a variety of housing types to provide a more diverse selection of lifestyles and housing pricing for Erie residents."

In addition, the Comprehensive Plan speaks refers to the intent of the community to provide support for local business.

- "The Town will seek input from local businesses and entrepreneurs regarding their needs for professional services and technical assistance such as preparation of business plans, market research, identifying sources of venture capital, and licensing and regulatory compliance."

The intent of the Economic Development Plan is to provide consistency with the Comprehensive Plan and the UDC in promoting a sustainable, balanced economy for the Town of Erie, resulting in a community that presents itself as desirable as a place to live, work and play.

ASSETS AND CHALLENGES

As part of its analysis, the ad hoc committee completed an anecdotal Strengths, Weaknesses, Opportunities and Threats exercise known as SWOT. The purpose of the SWOT analysis was to ascertain existing opportunities for economic development that can be exploited in a marketing plan or action plan; as well as to identify those areas that could be enhanced in order to strengthen the overall competitiveness of the area in relation to private sector investment.

Erie has many strengths, including its prime location in the Front Range near Denver, Boulder, Broomfield, Longmont, I-25, and Highways 7, 52 and 287. It has a highly educated workforce with significant discretionary income that has access to multiple higher education opportunities. Open space and trails as well as a high quality level for future development are all positives. Erie has an excellent water supply with immediate capacity as well as good access to all other utilities. Erie's leaders tend to be forward thinking and the Community Center, Library and progress on the new trail systems are creating a new sense of community.

Erie also has areas that could be considered weakness, many of which are being mitigated and others that can be mitigated with continued focus. These include an incomplete development pattern leaving a feeling of physical disconnection and lack of consumers for commercial, perception of a difficult development process, no formal marketing plan, little Erie community feeling, challenging entryways (Lafayette's sewer plant), little local employment, oil and gas activity and limiting septic service at the airport.

Potential threats include a very competitive commercial development market pitting one community against another requiring significant incentives, not in my backyard (NIMBY) attitudes, some lack of local support to continue to upgrade the appearance of Old Town, a development "pays its own way" impact fee structure, and limited entry-level labor pool.

Opportunities include the development potential at the airport, significant physical space in desirable areas for future commercial development, commercial energy around the new community center and library, redevelopment of Briggs in Old Town, expansion/combining of the numerous community events, and future business growth derived from the current home business activity.

This analysis is part of the foundation for the action plans that follow.

PARTNERS

The process of economic development can be complex. Its success depends on productive partnerships that begin with local government and the private sector; extend to the local primary, secondary and higher education systems; and include elements of the nonprofit sector.

The process is typically spearheaded by an organization that assumes responsibility for serving as a facilitator and catalyst for economic development activity. In the case of the Town of Erie, there are two primary organizations that are responsible for this role—Upstate Colorado Economic Development and the Erie Economic Development Council.

While these two organizations can provide significant support for expanding and relocating companies, they depend on viable partnerships with the public, private, educational and nonprofit sectors to provide support and additional resources necessary to stimulate investment in the local community.

The following section provides background, and details the roles and responsibilities of the primary partners in economic development for the Town of Erie.

Upstate Colorado Economic Development

Upstate Colorado Economic Development is a public/private non-profit economic development corporation that provides services to all of Weld County. Its work focuses on supporting primary employers, those that bring new money into the local economy, resulting in support for the retail, service and professional sectors of the economy. Upstate provides service to existing and expanding primary employers, and to those who are considering a Weld County location.

Upstate is governed by a Board of Directors that represents business, government and education. Board members are financial Investors in the organization, providing its operating funds.

Upstate Colorado works confidentially with employers based on their specific needs. A sample of the types of services Upstate can provide or facilitate on behalf of the Town of Erie includes:

- Building and land search
- Government Advocacy
- Labor training
- Identification of financial resources
- Business planning

- Local and regional demographic information
- Municipal, county and state incentive packaging
- Financial assistance through two loan funds

The Town of Erie benefits in several ways by associating itself with the efforts of Upstate Colorado Economic Development. In particular, the Town leverages its marketing efforts through affiliation with Upstate. It is important to recognize that the Town of Erie is not a known commodity to prospective employers and site selection consultants. As such, it is important that the Town take action to enhance its awareness through a more regional organization, such as Upstate. In turn, Upstate leverages the awareness of all of Weld County by way of its connection to larger regional and State organizations. Upstate markets Weld County in general, and the Town of Erie in particular in several ways:

- Through its partnership with the State of Colorado Office of Economic Development and International Trade (OEDIT). This office is responsible for promoting the State and its various regions to targeted industry groups, and to facilitate the process of site selection with specific companies who have identified themselves as prospective employers interested in exploring the possibility of a Colorado location.
- Through its partnership with the Denver Metro Economic Development Corporation. This organization is a regional marketing association that represents the seven metro Denver counties, as well as Weld and Larimer Counties. Metro Denver EDC has become a portal through which the various county and local economic development organizations process employer leads, matching them with appropriate properties, incentives, etc.
- Through its website, which contains not only extensive data on the County's labor, taxes, education, etc., but also a GIS (Geographical Information Systems) component that allows a user to conduct a self-directed search for buildings and land by size, type or location; and to generate their own demographic, wage and salary and business census reports. (www.upstatecolorado.org)
- Through its efforts to establish and build relationships with site selection consultants—those individuals who assist expanding or relocating employers by identifying and assessing communities in relation to specific criteria desired by the employer.

Upstate Colorado Economic Development depends on both public sector and private sector Investor/Partners, financial supporters, to provide funding to support its operations.

Erie Economic Development Council

The Erie Economic Development Council (EEDC) is a nonprofit, public/private partnership whose mission is to enhance the economic well being of the Erie area. Although a formal body, the EEDC is not formally affiliated with the Town. While it has its roots in the Erie Chamber of Commerce, the EEDC has developed into an organization that reflects a true public/private body, with a Board of Directors that includes representation from the Chamber, the Town of Erie Board of Trustees, Town staff, and members of the public at large.

The EEDC promotes the Town of Erie to real estate professionals through an annual showcase of available real estate, and a variety of events and forums. It is in the process of developing an online inventory of available Erie commercial and industrial properties on its website, www.erieedc.org.

Erie Chamber of Commerce

The Chamber exists as a membership organization that works in a business development and business advocacy role on behalf of its members. Its mission is to support, promote and grow the future Erie business community through leadership, community service, professional development and networking.

The Chamber of Commerce was formed in 1995 with the intent of helping new and existing businesses with their needs. It has evolved from its early focus as a networking group to being the primary organization of the business community which unites the efforts of business and professional individuals to improve the economy and build a better community.

Community Colleges

Because of Erie's geographic location, two community colleges claim it as within their service area. They are:

- Aims Community College, located in Greeley, with campuses in Loveland and Fort Lupton
- Front Range Community College, located in Westminster, with campuses in Longmont and Fort Collins

Having access to two community colleges provides an advantage to the Town, as the colleges will likely offer different course material and specialize in different areas.

In general, community colleges are invaluable assets to economic development. They provide:

- A pipeline of trained and qualified individuals available to local employers
- A source of customized training for employers in need of specific skillsets to support their operations, e.g. welders, computer technicians, etc.
- Administration of Colorado First Labor Training grants, made available to qualifying employers interested in locating in Erie.

As the Town of Erie pursues economic development opportunities, it should pursue stronger relationships with appropriate representatives of both Aims and Front Range Community Colleges, in order to better support the workforce needs of local companies.

Universities

Erie's relative proximity to a number of universities affords it the opportunity to forge relationships that could provide significant assistance with both ad hoc as well as on-going projects. Typically, universities seek meaningful internships for students—another potential opportunity for Erie in its support for economic development programs.

GOALS, OBJECTIVES AND STRATEGIES

Mission: In accord with the adopted Comprehensive Plan, support quality and ordered development that results in a balanced, desirable community

Goal 1: Expand the retail/commercial business base of the Town of Erie

Objective 1: Expand consumer choice and increase sales tax revenues for government by increasing neighborhood, community and regional retail/commercial square footage in the Town by a minimum of 10% annually

Strategy 1: Construct a comprehensive list of existing retail stores operating in the Town, and determine what retail opportunities may exist by category

Strategy 2: Review existing land use and zoning maps to assure reasonable and appropriately-located retail/commercial opportunity

Strategy 3: Develop a plan for infrastructure expansions necessary to service targeted retail/commercial development areas, including Erie Commons, Historic Erie, Four Corners Area, Interstate 25, Highway 7 and Highway 52

Strategy 4: Develop list of retail targets

Goal 2: Provide the opportunity for Erie residents to pursue meaningful employment within their community

Objective 1: Attract diverse employers that contribute to the overall quality of the community, and provide a broad spectrum of employment opportunities, expanding the primary job base by a minimum of 5% annually

Strategy 1: Develop and maintain a partnership relationship with Upstate Colorado Economic

Development for the purposes of:

- marketing the Town to regional, national and international employers
- leveraging the Town's marketing efforts through its association with the Metro Denver EDC and the State of Colorado Office of Economic Development and International Trade
- packaging state and local economic incentives
- generating client referrals to qualified Erie properties
- assisting with other economic development activities as needed

Strategy 2: Develop a list of employment targets by sector that the Town chooses to attract

Strategy 3: Develop a marketing plan that includes linkages to organizations that can leverage the Town's small size to attract attention from employment targets

Strategy 4: Construct a profile of Erie's laborshed, including information on skillsets, educational attainment, commute patterns, etc. for the purpose of marketing to targeted employers

Objective 3: Encourage the retention/expansion of existing employers

Strategy 1: Designate a "Red Team" that can be convened to deal with individual business needs, questions, concerns etc.

Strategy 2: Develop a business assistance function to assist local companies with business development issues

Goal 3: Create an environment that facilitates quality development, and starting, expanding and operating a business

Objective 1: Build and maintain a regulatory climate that is competitive locally and regionally

Strategy 1: Complete a review of the Town of Erie's fee structure for development projects to insure that it is consistent with policy intent

Strategy 2: Review and construct a schematic of the Town's permitting process, assuring that it is efficient and definitive with regard to timing

Strategy 3: Maintain information on retail and employment transactions between end users and local governments in area communities for reference purposes

Objective 2: Provide local businesses with the resources than could improve their competitiveness and support their expansion

Strategy 1: Construct a catalog of partner organizations that can provide business assistance and counseling, particularly in the areas of:

- Business planning
- Intellectual property protection
- Finance
- Labor training and recruiting
- Business structure
- Regulatory compliance

Strategy 2: Develop partnerships and cultivate a network of appropriate referral resources for emerging companies, including those that provide assistance with basic business marketing, finance, intellectual property protection, management team assembly, access to debt and equity financing and key needs.

Objective 3: Achieve a better understanding of the needs and challenges of local business

Strategy 1: Construct and maintain a listing of businesses, including location, activity, contact and number of employees

Strategy 2: Conduct visits by community leaders to a minimum of 25 local businesses annually, gathering information regarding business successes and challenges, and extending assistance where possible

Strategy 3: Conduct an annual, one page survey of local business, soliciting information regarding potential expansions and contractions, needs and challenges

Objective 4: Identify and utilize available resources that promote “economic gardening” as a means to facilitate local business growth

Strategy 1: As resources allow, procure industry databases that allow for the construction of studies to assist local employers assess market conditions, product opportunities, competitive factors, etc.

Goal 4: Build the reputation of the Town of Erie as a quality location for living, business and employment

Objective 1: Foster a constructive relationship between the Town of Erie, the Erie Chamber of Commerce and the Erie Economic Development Council that defines appropriate roles, establishes internal and external contacts, fosters cooperation and presents a unified partnership to existing and prospective businesses

Strategy 1: Convene leadership representatives of the three organizations, charged with defining a concise designation of appropriate contacts for business.

Strategy 2: Develop a common website element that would appear in identical format on the sites of the three organizations, including:

- a clear indication of roles and responsibilities regarding business inquiries
- information on available resources for existing and prospective businesses

Strategy 3: Construct marketing materials to be used by the Town, the Chamber of Commerce and the EEDC that convey a consistent, concise Message, look and feel regarding the intent of the Town of Erie to expand its business base

Strategy 4: Develop a consistent marketing message that stresses the advantages of an Erie location, including specifically:

- locational advantages
- quality of development
- community amenities
- opportunities associated with small town lifestyle
- Erie's intended direction for the future

Strategy 5: Develop an internal marketing plan that addresses the need to stimulate support for local economic development

Objective 2: Encourage expansion of the business base in the Town through the use of an attractive package of performance-based economic incentives

Objective 3: Provide clarity with regard to business-related information with Town Government

Strategy 1: Designate a Town employee to assume an ombudsman role as a portion of their job description--assuming responsibility as the point of contact for questions regarding business resources, permitting, etc.

Objective 4: Develop Town assets to enhance the reputation of Erie as a quality place to live, work and play

Strategy 1: Appoint an ad hoc group of public and private sector members to assess the feasibility of expanding existing Erie events, such as the Eerie Erie, Briggs St. Holiday Lighting, Bark in the Park, etc.

Strategy 2: Assess the feasibility of an economic incentive to stimulate redevelopment of the historic Erie, such as a façade improvement program

Strategy 3: Construct an airport masterplan that outlines opportunities for business development and employment opportunities

Strategy 4: Continue work to enhance community entryways in order to connote quality and a sense of community identity

Strategy 5: Support efforts to provide local employers with appropriately trained workforce through partnerships with local colleges, universities and high schools

Strategy 6: Encourage efforts to expand the range of housing opportunities available to local wage earners

ACTION PLAN

The Action Plan provides concrete implementation steps with which to achieve the previously stated Plan Goals, Objectives and Strategies. It will outline actions, roles and responsibilities, timing and budget. Action items correspond to the strategies outlined in the Goals, Objectives and Strategies.

RETAIL EXPANSION/ATTRACTION

Action 1

Construct a comprehensive list of existing retail stores operating in the Town, and determine what retail opportunities may exist by category.

Projects:

1. Obtain list of sales tax accounts from Town Finance Director
2. Sort accounts by category, e.g. men's shoes, restaurants, women's clothing, etc.
3. Compare expenditures per household by category, compare with national data, and determine categories where opportunity exists

Organizations:

Town to provide account list. As retail is a more appropriate target of the Chamber, Chamber of Commerce to conduct analysis and maintain list. The process may also serve as a potential recruitment tool for increasing Chamber membership.

Expected Results:

Erie will have better understanding of what types of businesses currently operate with town boundaries, and what opportunities naturally exist to expand the retail base.

Timing:

Project could begin immediately, and be complete within 90 days

Performance Measure:

Completion of comprehensive list, with recommended targets for retail recruitment

Budget:

Chamber staff and volunteer time

Action 2

Develop a list of retail targets

Projects:

1. Utilizing the list of target categories described in Action 1, develop a specific list of franchises, or businesses by name that will become targets for recruitment efforts
2. Become a member of the International Council of Shopping Centers (ICSC) for the purpose of marketing to particular retail Targets

Organizations:

The EEDC will be the lead in this project, with the Chamber of Commerce providing support.

Expected Results:

Erie will have direction as to what specific retail opportunities it wishes to recruit, and one specific marketing opportunity through the ICSC to exploit.

Timing:

Given its importance, this item would be initiated upon completion of Action 1

Performance Measure:

Successful recruitment of at least one targeted retailer, with overall increase in retail/commercial square footage in Town by a minimum of 10% annually over the next 5 years

Budget:

ICSC membership: \$100 annually. Attendance for one person at one Council conference annually: \$2,000

Action 3

Review existing land use and zoning maps to assure reasonable and appropriately-located retail/commercial opportunity

Projects:

1. Conduct an inventory of currently “shovel-ready” commercially and industrially zoned properties, including location, number of acres, and access to infrastructure
2. Convene discussions with area developers to determine adequacy of current commercial/industrial zoning in terms of size, location and access to infrastructure

Organizations:

The EEDC will coordinate the project, but may wish to involve local developers in the assessment.

Expected Results:

Those involved in Erie economic development will gain a better understanding of the existing inventory of properties currently available for development, what needs to be done to bring additional properties to a point where they can be developed, and whether there is a need to modify current land use and zoning to match the economic development needs of the Town.

Timing:

Project should begin immediately upon Plan adoption, and should be complete within nine months

Performance Measure

Completion of parcel inventory, discussions with developers, and forwarding of recommendations to Board of Trustees

Budget:

Staff time

Action 4

Review and update the plan for infrastructure expansions necessary to service targeted retail/commercial development areas, including Interstate 25, Highway 7 and Highway 52

Projects:

This work is already underway in part, but may need to be identified as a specific, unified project.

Organizations:

The Town is to assume the lead

Expected Results:

The information resulting from the plan will allow coordination of economic development with the Town's Capital Improvement Program, and may identify areas where investment may logically occur first.

Timing:

Project should be completed in the first year of Plan Implementation

Performance Measure:

Presentation of infrastructure expansion plan to Town Board of Trustees for review

Budget:

Staff time

EMPLOYMENT ATTRACTION

Action 5

Develop and maintain a partnership relationship with Upstate Colorado Economic Development

Projects:

1. Remain current in annual investment with Upstate Colorado—fees to be based on \$50/\$1 million of the Town's assessed value
2. Develop marketing materials for posting on the Upstate Colorado website
3. Participate in appropriate Upstate Colorado events, including Investor Luncheons, Annual Dinner, Southwest Weld Economic Development Lunches, etc.
4. Market Upstate Colorado services, e.g. Weld/Larimer Revolving Loan Fund to Erie businesses

Organizations:

The Town would assume responsibility for the annual financial investment with Upstate Colorado. The Town, EEDC and Chamber of Commerce could collaborate on Projects 2, 3 and 4.

Expected Results:

- Regional and local marketing of Erie's properties and opportunities for business retention and attraction
- Expanded access to Upstate Colorado resources by Erie businesses

Timing:

On-going

Performance Measures:

- Companies retained
- Companies attracted
- Loans extended to Erie companies
- Increase in number of primary sector jobs by minimum of 5% annually

Budget:

2008 annual investment, calculated on \$50/\$1 million community assessed valuation--\$9,602

Action 6:

Develop a list of primary employment targets by sector that the Town chooses to attract

Projects:

1. Assess the workforce within a 30-minute commute of the center of Erie as to educational attainment, and current employment profile
2. Examine inventory of parcels suitable for primary employment centers
3. Assess Erie's assets (labor, location, transportation, etc.) against the primary employment targets established by the State of Colorado
4. Determine which industry sectors will best match the assets of Erie

Organizations:

The Town, by way of its Comprehensive Plan and the UDC, has established minimum quality standards for future development. These standards will have some bearing on the types of employment suitable for location in Erie. For this reason, the Town will assume the lead in this Action, with Upstate Colorado Economic Development and the EEDC playing support roles.

Expected Results:

Armed with a list of industry target sectors, the Town will have a much better understanding of the stated direction it chooses to move, and a better understanding of what will be needed to stimulate investment from those sectors.

Timing:

Because of limited resources, this Action will be scheduled to begin in the second half of year one, with anticipated completion within nine months after commencement.

Performance Measure:

Expand primary employment base by a minimum of 5% per year for five years

Budget:

Staff and volunteer time

Action 7

Develop a marketing plan that includes linkages to organizations that can leverage the Town's small size to attract attention from employment targets

Projects:

1. Identify financial and human resources, tools and strategies, roles and responsibilities, timing and budget to market employment opportunities in the Town of Erie

Organizations:

The Town will take the lead in convening a group to construct a marketing plan. Upstate Colorado Economic Development and the EEDC will provide support.

Expected Results:

A marketing plan will concisely detail a structured approach to leveraging Erie's small size when marketing to the world.

Timing:

Given limited resources, it is anticipated that this Action would be delayed until year 2.

Performance Measure:

Increase the number of employers expressing interest in an Erie location by 50% during the Plan's first year of implementation over the baseline year.

Budget:

\$20,000 consulting contract

Action 8

Construct a profile of Erie's laborshed, including information on skillsets, educational attainment, commute patterns, etc. for the purpose of marketing to targeted employers

Organizations:

The workforce boards of both Weld and Boulder Counties will be able to assist with the overall direction of this analysis. In addition, the State of Colorado Department of Labor, through its Labor Market Information function, will be able to provide key data. This project is the type that could readily become one for an intern from the local community colleges, or from one of the area's universities. Upstate Colorado Economic Development could provide overall direction for such a project.

Expected Results:

The project would yield a snapshot in time of the Erie laborshed. With this product in hand, the Town could more easily market the area to prospective employers.

Timing:

Given limited resources, it is anticipated that this project would be deferred until year 2 or year 3.

Performance Measure:

Completion of project, including a report of findings

Budget:

Staff time

Action 9

Develop partnerships and cultivate a network of appropriate referral resources for emerging companies, including those that provide assistance with basic business marketing, finance, intellectual property

protection, management team assembly, access to debt and equity financing and key needs

Projects:

1. Identify referral resources available to provide service to Erie companies
2. Conduct occasional forums where emerging companies can make direct contact with resource providers. Forums should be combination of formal content presentations, and informal networking and relationship building.

Organizations:

EEDC should assume the lead, with support from Upstate Colorado Economic Development and the Erie Chamber of Commerce.

Expected Results:

With the proximity of CU, it is reasonable to suggest that some technology transfer could be supported in Erie. Erie emerging entrepreneurs will have the opportunity to access necessary support to establish and grow new companies. In addition, Erie will have the opportunity to establish a competitive edge in the region, and attract the attention of emerging companies in neighboring communities—ultimately making Erie a more attractive business location for emerging companies.

Timing:

Given limited resources, this Action item will be deferred to year two or year three

Performance Measure:

Erie will see an increase in the number of newly-established companies locating in the Town.

Budget:

Volunteer time

EMPLOYER RETENTION

Action 10

Designate a “Red Team” that can be convened to deal with individual business needs, questions, concerns, etc.

Projects:

1. Identify and recruit respected individuals from local business, education and government who can be called upon to respond to threatened Erie employer downsizings, closures or relocations
2. Provide Team members with economic development orientation, so that they can appropriately communicate community desires, refer to available resources
3. Empower Team to represent the interests of the community in their discussions with at-risk employers

Organizations:

EEDC, with representation from the Town, Chamber and community at large will assume lead position with Projects 1 and 2. Town will empower Team, as described in Project 3.

Expected Results

Erie will take a proactive stance toward doing what it can to prevent job loss, by way of enhancing readiness, and responding with useful information and knowledge.

Timing:

Identification of Team members to occur within first six months, with training and empowerment complete by the end of year 1.

Performance Measure:

Team assembled, trained and empowered

Budget:

Staff and volunteer time

Action 11

Develop a business assistance function to assist local companies with business development issues

Projects:

1. Designate a Town staff member who will be clearly identified as the point of contact (Liaison) for economic development information, concerns, etc. This individual will be knowledgeable about resources available to local businesses.
2. Charge the Liaison with developing working relationships with the following resource providers in order to effectively make referrals:
 - Upstate Colorado Economic Development
 - Weld County Small Business Development Center
 - Boulder County Small Business Development Center
 - EEDC
 - Erie Chamber of Commerce

Organizations:

The Town will be most involved with this Action item. Upstate Colorado Economic Development can support by providing orientation to available area resources.

Expected Results:

Emerging, as well as established Erie businesses will have a point of contact to approach with questions and needs.

Timing:

Liaison should be identified within 60 days of Plan adoption, with training and orientation to be complete within first six months.

Performance Measure:

Town will publicize availability of Liaison services to local businesses.

Budget:

Half-time staff person, salary and benefits: \$45,500

Action 12:

Conduct visits by community leaders to a minimum of 25 local businesses annually, gathering information regarding business successes and challenges, and extending assistance where possible

Projects:

1. Solicit a minimum of twelve volunteers from business, education and government to conduct visits
2. Develop list of visitation targets for each quarter, and assign to teams of two volunteers—with each team responsible for making one visit per quarter
3. Develop a visitation questionnaire instrument that seeks to verify existing company information, and elicits information on company successes, challenges, needs and opportunities
4. Document and aggregate questionnaire results in order to identify positive and negative trends
5. Construct an annual report that summarizes key information resulting from visits

Organizations:

Given its existing base of volunteers, the Erie Chamber of Commerce will assume the lead in this program. Upstate Colorado Economic Development can provide assistance in construction of the survey instrument. EEDC and the Town can assist the Chamber with additional volunteers.

Expected Results:

1. Gathering of key information that will provide an indication of the prevailing business climate in Erie
2. Trend data that over time will provide an indication of the health of local business
3. Early warning information to identify at-risk companies
4. Opportunity to provide meaningful assistance to local companies
5. A chance to build an internal and external reputation for Erie that business is important to the community
6. Higher level of community involvement from those companies that have been surveyed

Timing:

Given limited resources, it is anticipated that development of this program would begin in the second six months after Plan adoption

Performance Measure:

Twenty five companies are visited, and resulting aggregated information is compiled into an annual report on business in Erie

Budget:

Staff and volunteer time

Action 13

Conduct an annual, one page survey of local business, soliciting information regarding potential expansions and contractions, needs and challenges

Projects:

1. Develop a survey instrument that asks for current information and job data; and asks the respondent if assistance is needed
2. Compile information, and share it with appropriate partner organizations for follow up

Organizations:

The Erie Chamber of Commerce should take the lead with this Action, in administering the survey and compiling the results—perhaps with the assistance of a college intern if available. Upstate Colorado Economic Development can assist with development of survey instrument, and with follow up regarding expansions and contractions.

Expected Results:

Erie will have information regarding company expansions and contractions that will allow it to respond to needs in a timely fashion

Timing:

Survey should be developed and ready to administer by the end of year one

Performance Measure:

Survey complete, with results compiled, and report issued for review by Town Board of Trustees, EEDC and Upstate Colorado

Budget:

Chamber staff time

Action 14

As resources allow, procure industry databases that allow for the construction of studies to assist local employers assess market conditions, product opportunities, competitive factors, etc.

Projects:

1. Hire staff person to assume responsibility for economic gardening program. Program to be established as part time initially, growing to full time over a multi-year period, as demand warrants
2. Develop specific scope of service to be offered, and business sector targets to be served locally under the umbrella of economic gardening
3. Identify and subscribe to database services that match desired scope of service

Organizations:

- Option 1: Hire economic gardener as Town staff person
- Option 2: Hire economic gardener as employee of EEDC, with financial support coming from combination of public and private sources

Expected Results:

Local businesses would have access to key information regarding customer base, target markets, etc. to enhance their own marketing efforts and location options. Services could be offered on a fee basis or at no charge to local businesses only; or services could be extended to businesses outside Erie on a fee basis and at

no charge to Erie businesses.

Desired result would be reflected in increased revenues to the business, the possibility of new jobs being created to address business growth, and increased sales tax collections to the Town.

Timing:

Due to limited resources, this Action would be deferred to year two or year three.

Performance Measure:

- Number of companies requesting services
- Increase in revenues within participating companies
- Increase in sales tax collections from participating companies

Budget:

Initial database purchases--\$30,000, staff time

BUSINESS CLIMATE

Action 15

Complete a review of the Town of Erie's fee structure for development projects to insure that it is consistent with policy intent

Organizations:

The Town Board of Trustees will take the lead on this Action item, but would do well to consult with members of the EEDC and Chamber of Commerce prior to finalizing fee structure.

Expected Results:

Erie would be perceived as being a cost-effective option for business expansion and relocation

Timing:

Study is currently in process. Once preliminary recommendations have been received, discussions with EEDC and Chamber of Commerce should be scheduled within 30 days.

Performance Measure:

Fee structure updated, adopted and publicized

Budget:

Work performed under existing contract, staff and volunteer time

Action 16

Review and construct a schematic of the Town's permitting process, assuring that it is efficient and definitive with regard to timing

Organizations:

The Town will be responsible for this Action item.

Expected Results:

Companies considering expansions to existing facilities, and those considering locating to Erie will have a better idea of their cost and time liability associated with their projects. This information, if consistent with reality, will go a long way toward building a good reputation of the Town with the development community.

Timing:

The Town is operating with a procedure at the current time. Drafting it into an understandable schematic for developers should occur within the first six months after Plan adoption.

Performance Measure:

Schematic is constructed, and made available to development Community

Budget:

Staff time

Action 17

Maintain information on retail and employment transactions between end users and local governments in area communities for reference purposes

Projects:

1. Include responsibility for gathering and processing transaction information in neighboring communities in the job description of the Town staff economic development Liaison

Organizations:

The Town will assume the lead for this Action item.

Expected Results:

The Erie community will have a better idea of its competitive stance in relation to neighboring communities, and will have the opportunity to modify its policies based on that information, if desired.

Timing:

As the Liaison is identified, this Action item could begin within the first 90 days.

Performance Measure:

Periodic reports detailing area transaction information are prepared for review by the Erie Board of Trustees

Budget:

Staff time

Action 18

Construct a catalog of partner organizations that can provide business assistance and counseling, particularly in the areas of:

- **Business planning**

- **Intellectual property protection**
- **Finance**
- **Labor training and recruiting**
- **Business structure**
- **Regulatory compliance**

Organizations:

EEDC will assume the lead. While it is likely that most of these partner organizations will be located outside the Town of Erie, the Erie Chamber of Commerce will be helpful in identifying specific partner organizations.

Expected Results:

Local businesses can be referred to a variety of service organizations that will prove helpful in accessing necessary support services

Timing:

Process should begin immediately, and be complete within 60 days

Performance Measure:

Database of service organizations compiled, and made available through the Town Liaison and Chamber of Commerce

Budget:

Volunteer time

Action 19

Support efforts to provide local employers with appropriately trained workforce through partnerships with local colleges, universities and high schools

Projects:

1. Using business visitation program (Action 17), gather and compile information regarding local employer skillset and educational attainment needs
2. Develop productive relationships with key contacts with local high school, community colleges and universities—particularly

- those with some connection to skills training, vocational instruction, employee training and re-training
3. Seek appointments to local workforce boards in order to better access educational and training resources for Erie

Organizations:

EEDC will be lead for this Action item, with strong support from Upstate Colorado Economic Development, Aims and Front Range Community Colleges, Erie High School and Colorado University.

Expected Results:

- A clearer understanding of the needs of the local employer base
- A better opportunity to respond to the needs of employers
- An understanding of the local educational labor training pipeline, and what it may offer to employers
- A better chance to access labor training resources for Erie

Timing:

Because a good bit of the data needed to begin the projects will be gathered in the process of making business visitations, this Action item will be initiated in year 2

Performance Measure:

Erie representatives appointed to Weld and Boulder County workforce boards

Budget:

Volunteer time

Action 20

Construct and maintain a listing of businesses, including location, activity, contact and number of employees

Projects:

1. Conduct a business census of the Town of Erie, using purchased databases such as InfoUSA and/or Claritas

2. Establish information in a database format that can be updated regularly

Organizations:

Upstate Colorado Economic Development can provide information regarding the Town's primary sector employers. The EEDC can coordinate the work as a project that can be completed by interns from CU, Front Range and/or Aims Community College.

Expected Results:

Erie will have knowledge of its operating companies; will be better able to establish effective communications, identify and address company needs, concerns and opportunities

Timing:

Due to limited resources, it is likely that this Action item will be deferred until year two.

Performance Measure:

Database of existing Erie companies will be constructed and Maintained by EEDC

Budget:

Fee for business census--\$500

Action 21

Encourage expansion of the business base in the Town through the use of an attractive package of performance-based economic incentives

Projects:

1. Consult with Upstate Colorado Economic Development on the scope and use of economic incentives
2. Develop a schedule of economic incentives that will be codified and adopted by the Board of Trustees

3. Establish a policy that indicates when an economic impact model should be employed to determine payback times and return on investment associated with specific incentive packages
4. Review UDC economic incentive guidelines and prepare policy statements as needed

Organizations:

The Town will be in the lead position for this Action item. Upstate Colorado Economic Development will be able to provide significant support by way of consulting on best practices, benchmarking, etc.

Expected Results:

With a specified schedule of economic incentives available, there will be an understanding of what the Town is willing to consider. This will provide clarity for clients, and some security for the Board of Trustees. The Board will always reserve the option to enhance the incentive policy for individual targeted companies it particularly wishes to attract or retain.

Timing:

The schedule of incentives should be viewed as a tie-breaker element when companies are considering communities—not as a first-level attractor. It will be more important to develop other aspects of the Plan first, pushing development of the incentive schedule to year two.

Performance Measure:

Economic incentive schedule is developed, and adopted by the Board of Trustees

Budget:

Staff time

Action 22

Designate a Town employee to assume an ombudsman role as a portion of their job description—assuming responsibility as the point of contact for questions regarding business resources, permitting, etc.

Organizations:

The Town is the obvious lead for this Action item

Expected Results:

With both the EEDC and the Chamber largely volunteer organizations, it is important that somewhere within the community there is a paid person with the responsibility to provide these services. The result will be a sense of clarity as to where businesses go with basic questions.

Timing:

Staff person should be identified, and job description developed within first six months after Plan adoption. Individual should complete International Economic Development Council certified Basic Economic Development course

Performance Measure

- Staff person identified, and publicized in marketing materials
- Job description developed
- Staff person completes Basic Economic Development Course

Budget:

Staff time, Basic Economic Course plus travel, etc.--\$2,500

IMAGE, MARKETING

Action 23

Convene leadership representatives of the three organizations (Town, EEDC, Chamber), charged with defining a concise designation of appropriate contacts for business

Projects:

1. Begin with Mayor, EEDC Chair and Chamber Chair or their designees, and one other representative of each organization,

and one representative from Upstate Colorado Economic Development. Develop a one page list that describes the appropriate agency to be contacted for:

- HR and labor and labor training questions
- Permitting issues
- Economic incentive information
- Information regarding financial resources
- Import/export assistance
- Site selection assistance
- Government advocacy
- Business planning and counseling
- Other needs as appropriate

Organizations:

Convened by Mayor, with equal participation from EEDC and Chamber of Commerce and Upstate Colorado Economic Development

Expected Results:

Clarity for local and prospective businesses as to how they are to most effectively access various types of assistance

Timing:

Productive communication with the three local groups is essential to providing efficient services to local business. Upstate Colorado can be helpful as a point of contact for certain agreed-upon services and information. This process of establishing appropriate contacts should be begun immediately upon Plan adoption, and should be completed within the first 90 days.

Performance Measure:

Completion and distribution of one-page listing of appropriate Contacts

Budget:

Publication costs--\$500

Action 24

Develop a common website element that would appear in identical format on the sites of the three organizations (Town, EEDC, Chamber) including:

- **A clear indication of roles and responsibilities regarding business inquiries**
- **Information on available resources for existing and prospective businesses**

Projects:

1. Upon completion of Action 20, develop content for common web page that reflects results of that Action
2. Identify web developer than can provide design elements and develop visual framework to be used by each of the three organizations, including a similar navigation tool to be placed on each of the three home pages

Organizations:

The Town, EEDC and the Chamber will be integrally involved with the project. The Town should take the lead.

Expected Results:

Businesses, site selectors and prospective Erie companies will be receiving a single, consistent message regarding points of contact, and levels of support available in Erie. This will have the effect of minimizing confusion on the part of the client, and project a perception of collaboration and focus among the various leadership organizations in Erie.

Timing:

Project cannot proceed until completion of Action 20. Upon completion of that Action, construction of the web page should be complete within 60 days, with a launch no later than 30 days later.

Performance Measure:

Launch of web page on the sites of the three organizations.

Budget:

Web design, hosting--\$1,500

Action 25

Construct marketing materials to be used by the Town, the Chamber of Commerce and the EEDC that convey a consistent, concise message, look and feel regarding the intent of the Town of Erie to expand its business base

Project:

1. Coordinate development of hard copy and electronic marketing materials to be consistent with focus of marketing plan (Action 7) reflecting the partnership of the Town of Erie, the EEDC and the Erie Chamber of Commerce.
2. Select a proven design firm that will assist the project by framing marketing information in exceptional graphic format, and reflecting any branding theme that may be desired by the partnership

Organizations:

All three organizations will be involved, but it is appropriate that the EEDC, which has representation from the Town and the Chamber, should provide the lead coordination.

Expected Results:

Erie will have materials with which to approach retail and employment targets—reflective of the quality of the community, and reflective of the strong partnership and collaborative relationships that exist between the community's leadership organizations.

Timing

The project will not proceed until after completion of Actions 7, 20 and 21. As such, it would be deferred until the end of year two.

Performance Measure:

Production and distribution of electronic and hard copy marketing Materials

Budget:

Design and production--\$7,500

Action 26

Develop a consistent marketing message consistent with the Comprehensive Plan that stresses the advantages on an Erie location, including specifically:

- **Locational advantages**
- **Quality of development**
- **Community amenities**
- **Opportunities associated with small town lifestyle**
- **Erie's intended direction for the future**

Projects:

1. Charge the team referenced in Action 21 with responsibility to develop marketing message

Organizations:

Similar to Action 21, all three organizations will be involved, but the EEDC should assume lead responsibility. Upstate Colorado Economic Development can play a support role.

Expected Results:

A consistent marketing message that is used throughout the community and externally to describe the benefits of an Erie location. Clarity of perception by those located outside Erie.

Timing:

Project should be undertaken at the same time as Action 21

Performance Measure:

1. Marketing message is reflected in the marketing materials, common website, and within the three leadership organizations
2. Marketing message elements are reflected back from local and regional media when referencing the Erie community

3. Number of companies expressing interest in an Erie location increases by 50% the first year of implementation, compared with baseline year.

Budget:

Staff and volunteer time

Action 27

Develop an internal marketing plan that addresses the need to stimulate support for local economic development

Projects:

1. Gather and publish testimonials from local elected officials, business and education leaders that describe why they support the process of local economic development as a tool with which to enhance the community
2. Charge the team identified in Action 20 with responsibility to craft a strategy of regular communications with local residents focused on the need for economic development, as well as successes, challenges and positive impacts.
3. Develop a speakers bureau from the three leadership organizations that will be available to make presentations to local service clubs, neighborhood and civic groups to underscore support for local economic development activities

Organizations:

EEDC, as the public/private entity is the most appropriate group to lead this effort. The Town and the Chamber will need to provide significant support.

Expected Results:

Enhanced understanding of and support for local economic development efforts

Timing:

The project will be completed during year one.

Performance Measure:

- Support of local economic development from local media
- Requests for presentations from speakers bureau
- Increase in number of volunteers wishing to become involved in local economic development

Budget:

Publication and associated hard costs--\$1,000

SPECIAL PROJECTS

Action 28

Appoint an ad hoc group of public and private sector members to assess the feasibility of expanding existing Erie events, such as the Eerie Erie, Briggs St. Holiday Lighting, Bark in the Park, etc.

Projects:

1. Meet with current coordinators of existing events to explore their capacity and tolerance for expansion of events
2. Define what events would look like if expanded—marketing efforts, venues, budgets, etc.
3. Identify funding options that could support event expansions
4. Establish a desired priority of which events should or could be expanded

Organizations:

The Chamber and the Town would assume the lead, with support provided by EEDC, Optimists, Rotary, Lions, Historical Preservation Society and the Tree Board

Expected Results:

- Increased regional visibility for Erie
- Increased attendance at events, with accompanying increase in event stature
- Increased volunteer base to support events

- Increased associated support for local retail, restaurant and hospitality industry

Timing:

Given limited resources, Action item would be initiated in year two

Performance Measure:

Ad hoc group reaches agreement with current event sponsors to expand one or more of the Town's signature events, and is reasonably successful in implementing expansion plan

Budget:

Staff and volunteer time for process of evaluation. Hard costs for actual event expansion as determined

Action 29

Assess the feasibility of an economic incentive to stimulate redevelopment of the historic Erie, such as a façade improvement program

Projects:

1. Identify parameters of potential incentive—scope, qualifiers, etc.
2. Review potential value of incentive in terms of return on investment

Organizations:

The Town would be in the lead, as it would need to establish and administer the program

Expected Results:

Increased interest by the private sector in investing in historic properties, increased occupancy and revenue generation in historic Erie

Timing:

Given limited resources, this Action item would commence in year two

Performance Measure:

- Visually enhanced downtown area
- Increased in total square footage under lease
- Increased in number of façade improvement permits

Budget:

Staff time

Action 30

Construct an airport masterplan that outlines opportunities for business development and employment opportunities

Projects:

1. Conduct an assessment of airport property with regard to what types of development it will support with current level of infrastructure
2. Assess the feasibility of using CDBG funding to expand infrastructure to open more of the property for development
3. Conduct evaluation of current and proposed surrounding land uses to determine what types of development would be compatible

Organizations:

The Town would be in lead position, with support from EEDC, Upstate Colorado Economic Development, the Erie Airport Board and Friends of Erie Airport

Expected Results

An important community asset would have a plan for potential development that could dovetail with other development opportunities throughout the community

Timing:

Initial work could be started near the end of year one, with a

masterplan completed by the conclusion of year two

Performance Measure:

- Plan completed
- Project-specific development opportunities identified
- Infrastructure extended throughout property
- Employment targets identified

Budget:

Consulting contract--\$30,000; staff time

Action 31

Continue work to enhance community entryways in order to connote quality and a sense of community identity

Projects:

1. Continue to implement existing plans for entryway enhancements

Organizations:

The Town assumes the lead for this Action item

Expected Results:

- Enhanced visual community integration with consistency of design elements
- Increased community identification and pride
- Heightened sense of community quality, perceived internally and by visitors

Timing:

On-going

Performance Measure:

Completion and public dedication of entryway projects and features

Budget:

Action 32

Encourage efforts to expand the range of housing opportunities available to local wage earners

Projects:

1. Establish an "affordability index," measuring the income necessary to purchase the average priced home in Erie, and determine what percentage of the community can afford to make that purchase
2. Consider density bonuses in selected projects to stimulate the construction of affordable housing

Organizations:

The Town is the lead organization. The local homebuilders' association and the Board of Realtors can provide support.

Expected Results:

- Fewer retail and service workers may have to commute into Erie for their jobs
- Increased availability of entry-level workers to support business expansion

Timing:

Regulations regarding density bonuses, etc. could be drafted and adopted by the end of year one

Performance Measure:

Affordability index shows that somewhat less income required to purchase the average home in Erie

Budget:

Staff time

EXHIBIT A
ECONOMIC DEVELOPMENT MATRIX
ROLES AND RESPONSIBILITIES

P= Primary activity
S=Support

	Action Number	Town	EEDC	Chamber	Upstate	Aims CC	FRCC	Service Clubs	Airport Board	Friends of Airport	Historical Society	Tree Board	Homebuilders	Realtors
CATEGORY														
RETAIL EXPANSION/ATTRACTION														
Inventory existing retail	1	P		S										
Create list of targets	2		P	S										
Zoning review	3		P											
Infrastructure expansions	4	P												
EMPLOYMENT ATTRACTION														
Partnership with Upstate	5	P	S	S	S									
List of employment targets	6	P	S		S									
Create marketing plan	7	P	S		S									
Create labor profile	8				P									
Workforce partnerships	9		P		S	S	S							
EMPLOYER RETENTION														
Create a "Red Team"	10	S	P	S										
Develop business assistance function	11	P			S									
Business visitation program	12	S	S	P	S									
Annual business survey	13			P	S									
Economic gardening	14	P	S											
BUSINESS CLIMATE														
Review fee structure	15	P	S	S										
Construct permitting schematic	16	P												
Maintain transaction info	17	P	S											
List of partner organizations	18		P	S										
Develop partnerships	19		P	S	S									
Build employer list	20		S	P	S	S	S							
Adopt incentive policy	21	P			S									
Create Town staff ED role	22	P												
IMAGE, MARKETING														
Establish roles and responsibilities	23	P	S	S	S									
Develop common website page	24	P	S	S										
Construct marketing materials	25	S	P	S										
Develop marketing message	26	S	P	S	S									
Develop internal marketing plan	27	S	P	S										
SPECIAL PROJECTS														
Event expansion committee	28	P	S	S				S			S	S		
Historic Erie incentives	29	P												
Airport masterplan	30	P	S		S				S	S				
Entryway enhancements	31	P												
Expand housing choices	32	P											S	S

EXHIBIT B

Budget Impacts of Economic Development Action Plan

The following is an effort to quantify, in part, the hard costs associated with implementation of the Action Plan. Some of these costs are one-time expense, while others are recurring annually. While this listing will be useful in terms of budgeting, the soft costs associated with Town staff time and organizational volunteer time should not be overlooked. In the case of this Action Plan, these essential elements, if monetized, would represent a significant number.

PROJECT	COST ITEMS	COST ESTIMATE	ONE TIME	RECURRING
Retail marketing (Action 2)	International Council of Shopping Center membership; attendance at one annual conference	Membership \$100 Conference costs \$2,000		Membership \$100 Conference costs \$2,000
Investment with Upstate Colorado Economic Development (Action 5)	Annual investment, calculated at the rate of \$50/\$1 million community assessed valuation	2008 calculation \$9,602		\$9,602 + annual adjustments
Construction of marketing plan for retail and employment attraction (Action 7)	Contract for consulting services	\$20,000	\$20,000	
Half time staff person to: <ul style="list-style-type: none"> be point of contact for inquiries perform economic gardening function oversee economic development plan implementation (Actions 10, 19, 26)	Salary and benefits @ \$35,000 salary, \$10,500 benefits Completion of certified Basic Economic Development course Initial purchase of economic gardening databases	\$45,500 \$2,500 \$30,000	 \$2,500 \$30,000	\$45,500 + annual adjustments Subscription renewals, new database purchases
Construct list of businesses (Action 16)	Database downloads	Fee for data \$500		\$500
One-page description of roles	Publication/distribution costs	\$500	\$500	

and responsibilities (Action 20)				
Develop common website page (Action 21)	Web design, hosting	\$1,500	\$1,500	hosting
Construction of marketing materials (Action 22)	Design and publication	\$7,500	\$7,500	Updates every 2-3 years
Construction of internal marketing plan (Action 24)	Publication, other hard costs (rentals, advertising, etc.)	\$1,000	\$1,000	
Construction of Airport masterplan (Action 29)	Consulting contract	\$30,000	\$30,000	
TOTAL		\$150,702		

EXHIBIT C

GLOSSARY OF TERMS

Economic development: A process which seeks to create community wealth and raise the standard of living for local residents. Most frequently, economic development is accomplished by providing a wide range of support to primary employers—to increase their competitiveness, generate additional revenue and create more jobs.

EEDC: Erie Economic Development Council. A group comprised of public and private sector representatives that seeks to promote economic development in the Town of Erie.

Primary employer (primary sector employer): An employer that derives the majority of its revenues from the sale of its product(s) or service(s) outside the community. In this way, new money is infused into the local economy from outside; supporting the retail, service and professional sectors of the economy.

EXHIBIT D

ACTION PLAN FLOW CHART

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
	MONTH																								
	PROJECT																								
1	Construct catalog of partners (18)	X	x																						
2	List of retail stores (1)	X	X	x																					
3	Convene leadership meetings (23)	X	X	x																					
4	Review fee structure (15)	X	X	X	X	X	x																		
5	Construct permitting schematic (16)	X	X	X	X	x	x																		
6	Develop internal marketing plan (27)	X	X	X	X	X	x																		
7	Designate a staff position (22)	X	X	X	X	X	x																		
8	Review of land use & zoning maps (3)	X	X	X	X	X	X	X	X	x															
9	Update infrastructure plan (4)	X	X	X	X	X	X	X	X	X	X	X	x												
10	Maintain partnership with Upstate Colorado (5)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	x
11	Enhance community entryways (31)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	x
12	Develop a business assistance function (11)			X	X	X	x																		
13	Maintain info on area new employment and retail (17)			X	X	X	X	X	x	X	x	X	X	X	X	X	X	X	X	X	X	X	X	X	x
14	List of retail targets (2)				X	X	x																		
15	Develop common website page (24)				X	X	x																		
16	Develop marketing message (26)				X	x																			
17	Designate a "Red Team" (10)				X	X	X	X	X	X	X	x													
18	Construct Airport Masterplan (30)								X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	x
19	Construct list of employment targets (6)							X	X	X	X	X	X	X	X	x									
20	Conduct existing business visits (12)							X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	x
21	Expand range of housing opportunities (32)							X	X	X	X	X	x												
22	Conduct annual business survey (13)											X	X	X	X	X	X	X	X	X	X	X	X	X	x
23	Develop marketing plan (7)												X	X	X	X	X	X	X	X	x				
24	Develop partnerships and referral networks (9)													X	X	X	X	X	X	X	X	X	X	X	x
25	Construct list of businesses (20)														X	X	X	X	X	X	X	X	X	X	x
26	Procure databases for economic gardening (14)														X	X	X	X	X	X	X	X	X	X	x
27	Develop incentive package (21)														X	X	X	X	X	X	x				
28	Assess Historic Erie incentive (29)														X	X	X	X	X	x					
29	Assess expanded events (28)														X	X	X	X	X	X	X	X	X	X	x
30	Develop education partnerships (19)														X	X	X	X	X	X	X	X	X	X	x
31	Construct laborshed profile (8)														X	X	X	X	X	X	x				
32	Construct marketing materials (25)																		X	X	X	X	X	X	x